

Department of the Treasury Market Research Highlights

- In 1999, the Financial Management Service (FMS) launched a six-year effort to reengineer the business processes it uses to collect accounting data from Federal agencies. In particular, FMS will modernize the Central Accounting System, known as STAR. This modernization will help FMS employ newly established Federal accounting standards and enhanced capabilities offered by the latest financial systems.

(See the “Trade Press Articles” tab.)

- The Treasury Department (TREAS) is interested in the implementation of commercial financial management software to manage accounting at the Bureau of the Public Debt. TREAS could benefit from vendors with expertise in accounting system requirements who could help analyze accounting system requirements at the Bureau of the Public Debt and help the agency select, procure, and integrate the most appropriate accounting system software.

(See the “Trade Press Articles” tab.)

- In 1999 the Department of the Treasury began a ten-year modernization of its human resources systems. Treasury purchased an agency-wide license for PeopleSoft HR software as part of a \$335 million system modernization project. During 1999 the software was installed at the Bureau of Alcohol, Tobacco and Firearms, the Office of the Comptroller of the Currency, the US Mint, the IRS, and departmental offices. In FY 2000 the Department scheduled installation at the Financial Management Service, the Customs Service, the Secret Service, the Bureau of the Public Debt, and the Inspector General’s Office. In FY 2001 software installation is scheduled at the Bureau of Engraving and Printing, the Federal Law Enforcement Training Center, and the Office of Thrift Supervision. TREAS could benefit from vendors with expertise in training and change management issues associated with the enterprise-wide rollout of an integrated HR system.

(See the “Trade Press Articles” tab.)

- According to a GAO report dated January 1999, modernization of systems at the Internal Revenue Service (IRS) is needed to provide taxpayers with

improved services and ready access to needed information. The GAO advised the IRS to define its architectural principles before investing in modern systems.

The Internal Revenue Service (IRS) recently delayed some systems modernization projects due to these suggestions: The Customer Relationship Management Core will construct a common interface for legacy systems and create electronic taxpayer case folders as well as provide access to account information, return data, image returns and documented customer service conversations. IRS managers could benefit from vendors with expertise in financial management architecture and modernization plans to do the following: provide an independent review of IRS architecture and modernization plans; assist in the selection and implementation of financial management applications; and supplement support services as modernization plans are finalized and carried out.

(See the “Trade Press Articles”, “GAO Reports”, and “Accountability Reports” tabs.)

- The Customs Service recently halted its systems modernization initiative, called the Customs Modernization Project, due to insufficient funds. This has delayed the Automated Commercial Environment (ACE) project that was to replace the Automatic Commercial System (ACS). ACS, a custom COBOL system, uses electronic data interchange to track, control, and process imported goods. Due to a series of brownouts, the system had to be shut down for several days.

In a February 1999 report to Congress, the GAO stated that the Customs Service could address architectural definition, investment management, and software development and acquisition. By addressing these areas, the Customs Service could provide a reliable estimate of what ACE will cost to build, deploy, and maintain. Then ACE’s cost effectiveness could be evaluated. The Customs Service ACE project could benefit from vendors with expertise in software development and acquisition. Customs could also benefit from vendors with the expertise to perform assessment, upgrade, and replacement alternatives associated with the ACE project and help Customs successfully manage the implementation and cut-over processes.

(See the “GAO Reports” and “Trade Press Articles” tabs.)

- In January 2000, the Bureau of Alcohol Tobacco and Firearms (ATF) completed migration to a new financial system. ATF converted all of its mainframe financial management functions to the Momentum client-server suite from American Management Systems (AMS). ATF could benefit from vendors with expertise in configuration management, training, and other support services to help the systems transition.

(See the “Trade Press Articles” tab.)

- According to a 1998 Accountability Report, the Customs Service’s core financial systems could be upgraded and integrated to become more effective. Customs’ could benefit from vendors with expertise in core financial systems that provide a “customer-based” non-entity accounts receivable subsidiary ledger that interfaces with the general ledger. Integration among financial systems could help avoid extensive manual procedures and analyses. Customs could also benefit from vendors with expertise in upgrading core financial systems to provide more complete and accurate information. The Automated Systems and Manual Processes for Tracking and Accounting for Seized Property (SEACATS) could then increase reliability.

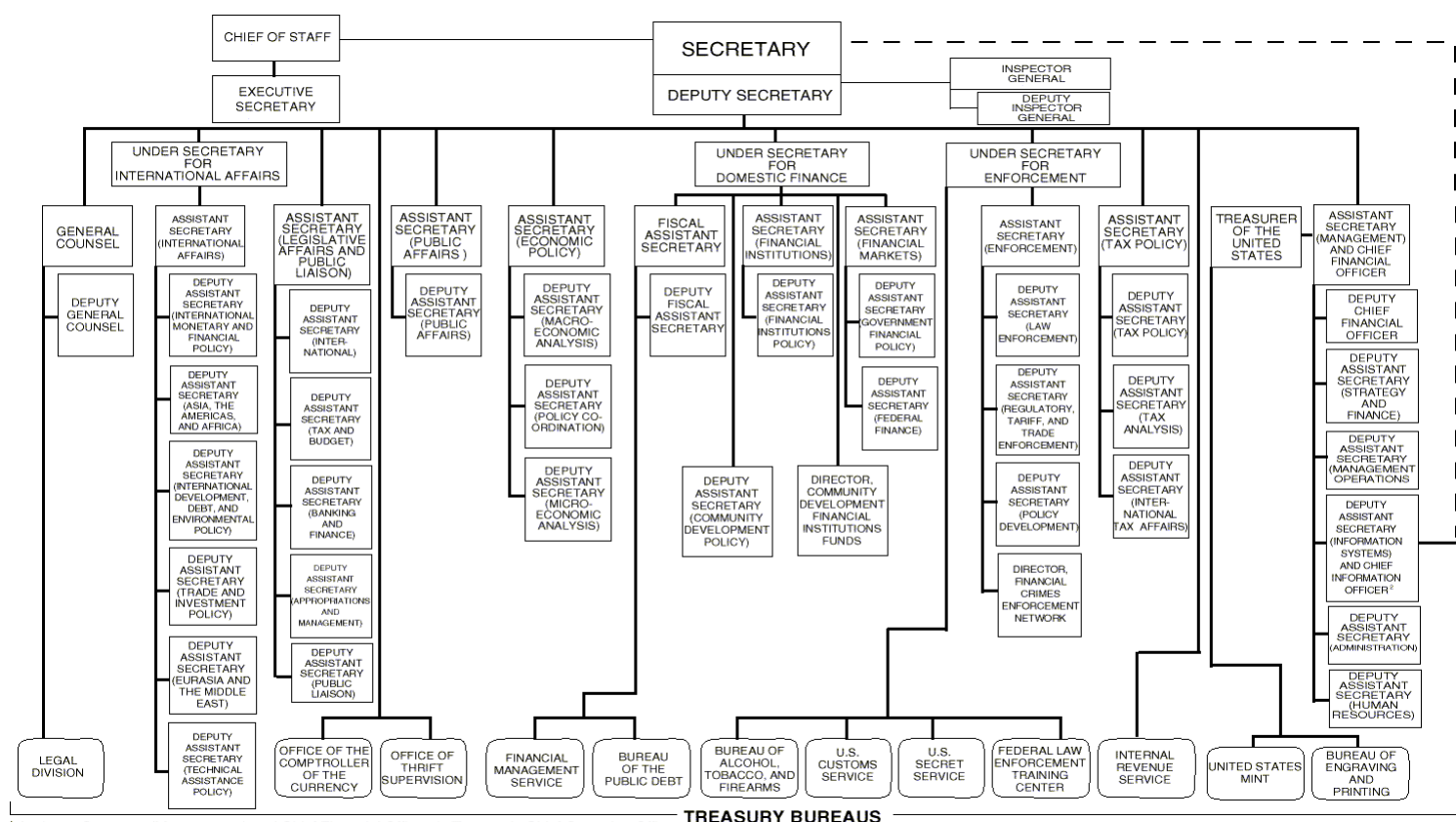
(See the “Accountability Reports” tab.)

- The TREAS has commented that the Secret Service could benefit from an upgrade to its seized property system and its automated system for tracking real property. The Secret Service could benefit from vendors with expertise in effectively installing modern property management applications.

(See the “Accountability Reports” tab.)

Department of the Treasury

Agency Overview



² Deputy Assistant Secretary (Information Systems) is the Chief Information Officer.

The Department of the Treasury performs four basic functions: formulating and recommending economic, financial, tax, and fiscal policies; serving as financial agent for the US Government; enforcing the law; and manufacturing coins and currency. The Secretary of the Treasury is one of the senior policy advisors to the President and is responsible for formulating and recommending domestic and international financial, economic, and tax policy. The Secretary participates in the formulation of broad fiscal policies that have general significance for the economy and manages the public debt.

The Bureau of Alcohol, Tobacco and Firearms was established in 1972 as part of a realignment policy carried out within the Department of the Treasury. The Bureau took over the functions, powers, and duties arising under laws relating to

alcohol, tobacco, firearms, and explosives from the Internal Revenue Service. The Bureau is responsible for enforcing and administering firearms and explosives laws, as well as those covering the production, taxation, and distribution of alcohol and tobacco products.

The Office of the Comptroller of the Currency (OCC) is tasked with regulating national banks. The Director of the Office also serves as the Director of the Federal Deposit Insurance Corporation (FDIC). OCC regulates national banks by examining existing banks; approving or denying applications for new bank charters, branches, or mergers; taking enforcement action; and issuing rules, regulations, and interpretations on banking practices.

The United States Customs Service enforces customs and related laws and collects revenue from imports. The Customs Service is tasked with interdicting and seizing contraband including narcotics and illegal drugs; assessing and collecting customs duties, excise taxes, fees, and penalties due on imported merchandise; processing persons, carriers, cargo and mail into and out of the United States; administering certain navigation laws; and detecting and apprehending individuals engaged in fraudulent practices designed to circumvent customs and related laws.

The Bureau of Engraving and Printing designs, prints, and finishes all of the Nation's paper currency, as well as US postage stamps, Treasury securities certificates, and other products, including White House invitations and military identification cards. The Bureau is also responsible for advising and assisting Federal agencies in the design and production of other Government documents that require security or counterfeit-deterrent characteristics.

The Federal Law Enforcement Training Center is an interagency training facility serving over 72 Federal law enforcement organizations. The primary training is in common areas of law enforcement skills for police and investigative personnel.

The Financial Management Service (FMS) is tasked with improving the quality of Government financial management. FMS serves taxpayers, the Department of the Treasury, Federal program agencies, and government policy makers by linking program and financial management and by providing financial services, information, and advice to its customers. FMS competence areas include working capital management, payments, collections, and central accounting and reporting.

The Internal Revenue Service (IRS) is responsible for administering and enforcing internal revenue laws and related statutes, except those relating to alcohol, tobacco, firearms, and explosives. The mission of the IRS is to collect the proper amount of tax revenue at the lowest cost to the public.

The primary mission of the United States Mint is to produce an adequate volume of circulating coinage for the Nation to conduct its trade and commerce. The Mint also produces and sells numismatic coins, gold and silver bullion coins, and national medals.

The Bureau of the Public Debt is tasked with borrowing the money needed to operate the Federal Government, accounting for the resulting public debt, and issuing Treasury securities to refund maturing debt and raise new money. The Bureau auctions and issues Treasury bills, notes, and bonds and manages the US Savings Bond Program.

The United States Secret Service is tasked with protecting the President, Vice President, former Presidents, major Presidential and Vice-Presidential candidates, foreign dignitaries and their families. The Secret Service is also tasked with enforcing laws and statutes relating to the forgery or fraudulent use of currency, coins, obligations, and securities of the United States or of foreign governments, electronic funds transfer fraud, credit and debit card frauds, computer access fraud and other electronic devices.

The Office of Thrift Supervision has the authority to charter Federal thrift institutions and serves as the primary regulator of approximately 1,700 Federal- and State-chartered thrifts belonging to the Savings Association Insurance Fund (SAIF). The Office's mission is to regulate savings associations to maintain the safety, soundness, and viability of the industry and to support the industry's efforts to meet housing and other financial services needs.

Department of the Treasury

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Department of the Treasury Systems Overview

Departmental Offices

- Federal Financial System (FFS)

FFS is a legacy system that is an outgrowth of batch file processing routines used in the 1970s. In the 1980s the system was repackaged as a core financial system and has been used by the Departmental Offices as the financial system of record since 1991. The system is character based, command driven, requires an IBM 3270 emulation, and employs flat files for primary processing in an aging mainframe environment. While FFS meets Joint Financial Management Improvement Program (JFMIP) requirements, it is labor and paper intensive. FFS has no interfaces with other administrative business applications within the Departmental Offices.

- Document Management and Retrieval System (DMRS)

The DMRS project is a multiphase project. The first phase of the project saw the implementation of the Treasury Automated Document System (TADS). TADS was installed in 1996 to track and manage “executive documents” for the Secretary and the Deputy Secretary. TADS is intended to be the foundation for Department-wide document management. The second phase of DMRS will see the implementation of electronic file cabinet pilot systems within the General Counsel and Domestic Finance offices by the end of FY 1999.

- Treasury Integrated Management Information System (TIMIS)

TIMIS supports payroll and personnel processing and reporting requirements for the Department of the Treasury. TIMIS is currently operated by the USDA National Finance Center in New Orleans, LA. The Department of the Treasury is currently trying to determine the need and feasibility of a replacement for TIMIS. The new system will be known as the Departmental Offices Human Resources System (DO HRS).

Bureau of Alcohol, Tobacco and Firearms

- Financial Management Information System (FMIS)

FMIS is a COTS-based financial management system made up of several subsystems. The subsystems include the Integrated Financial System, the Federal Financial System, and Property Plus. The heart of the system is an Oracle-based client/server system that is currently being developed for ATF by American Management Systems. Eventually ATF would like to incorporate other functions into FMIS such as cost accounting, EDI, budget formulation, FTE tracking, advanced management reporting, and debt collection.

- **Integrated Collections System (ICS)**

ICS is made up of the following subsystems: Federal Excise Tax (FET), Special Occupational Tax (SOT), Technical Services System (TSS), COLA Formulation Modernization (CFM), National Firearms Act Database (NFA), and Firearms and Explosives Imports System (FEIS). The Technical Services System (TSS) is a repository of data pertaining to all alcohol and tobacco licensees subject to regulation by the ATF. The Firearms and Explosives Information System (FEIS) contains excise tax data pertaining to all firearms and explosives licensees subject to regulation by the ATF. TSS is based on an open client/server technology using Oracle Forms 4.5 as the front end and an Oracle database server as the back end. TSS is considered the cornerstone system for alcohol and tobacco licenses. Over the coming years TSS will be integrated with the SOT, FET, and the FMIS. A post implementation review of TSS will be conducted during FY 2001.

United States Customs Service

- **Human Resource Information System (HRIS)**

HRIS is an initiative being developed by the Customs Service Office of Human Resources Management. Customs has decided to implement a PeopleSoft HRMS solution. The first phase of this project will eliminate legacy HR systems for requisition, selection, recruitment and pre-employment. The second phase of the project will establish a payroll interface with the USDA National Finance Center and a full employee database. When fully implemented, HRIS will serve as the primary source of employee and organizational data to support operating processes for the entire Service.

- **Automated Export System (AES)**

AES is an export information gathering and processing system developed by the Customs Service and the Bureau of the Census. AES allows the electronic collection of key export data from exporters, agents, and outbound carriers. AES is still in development.

- Customs Overtime and Scheduling System (COSS)

COSS is a large mainframe system that supports the scheduling and tracking of inspector assignments with an emphasis on inspector overtime assignments. COSS has interfaces to the Time and Attendance Management System (TAMS), various payroll systems, and the Automated Commercial System (ACS).

- Seized Asset Case Tracking System (SEACATS)

SEACATS is the system of record for all accounting associated with seized property and currency. The system provides input to the Customs General Ledger for recording all financial transactions. SEACATS is also used by Customs to track the activity associated with commercially abandoned property.

Bureau of Engraving and Printing

- Bureau of Engraving and Printing Management Information System (BEPMIS)

BEPMIS is a comprehensive management information system that provides information for the management of financial, manufacturing and product accountability activities at the Bureau's Washington and Fort Worth facilities. BEPMIS also provides data for actual production statistics and financial information used for performance measurement. BEPMIS is built around Computer Associates' Consolidated Application System (CAS) software that provides core manufacturing and financial applications. Programs developed in-house are integrated with CAS and provide Bureau specific processing and reporting. BEPMIS is comprised of several off-the-shelf subsystems that operate in an integrated database management environment. Financial subsystems include General Ledger, Accounts Payable, Fixed Assets, Accounts Receivable, and Cost Control. Manufacturing subsystems include Shop Floor Control, Inventory Control, Order Entry, Bill of Materials, Material Requirements Planning, Purchasing, and Master Production Scheduling. BEPMIS interfaces with the USDA National Finance Center for payroll information, the Postage Stamp Ordering System, and the Federal Reserve

Bank's Cash Logistics System (CLOG). The Bureau estimates the full life-cycle costs of BEPMIS to be \$129 million.

Federal Law Enforcement Training Center

- **Student Information System (SIS)**

SIS retains pertinent data on all registered students and all programs attended. The system also provides cost accounting information and interfaces with the Financial Management System (FMS). Eventually the system will be expanded to encompass more business processes and applications. SIS is a legacy system originally designed and developed in the 1980s. It currently resides on a HP9000 827s minicomputer utilizing HP-UX Release 4, version 9.04 operating system with user connectivity provided by TCP/IP. The system is being converted from Informix-SQL, version 4.04 to Informix-4GL, version 6.04. The operating system will be converted to version 11.x. A second HP minicomputer, HP260K, was acquired in 1998. This computer will execute routine code, whereas the HP9000 827s will become a production backup and a development test bed. A major enhancement/redesign of the SIS is being planned. This effort is expected to include state of the art development tools, graphical user interface, scalability and enterprise wide database management.

Financial Management Service

- **Treasury Central Accounting System (STAR)**

STAR is the Government's central financial management system which provides a "central accounting" function by aggregating all transactions relating to the receipt and disbursement of Government funds. The system is used to determine the Government's monthly surplus or deficit, prepare the Monthly Treasury Statement, control a multi-trillion dollar cash flow, and identify the disposition of all Federal cash-based assets and liabilities. STAR oversees the activity of more than 14,000 government accounts. STAR is a highly customized system and uses no COTS software for processing. The FMS is in the process of implementing the STAR modernization process that includes a process review in FY 2000, a cost/benefit analysis for FY 2001, and design, building and implementation taking place in FY 2002-2004.

- **Check Payment and Reconciliation System (CP&R)**

The CP&R records and reconciles the worldwide issuance and payment of Government checks and accomplishes the various cancellation functions that return funds to Federal programs. The reconciliation function includes an accounting of checks issued by the Government. There is also a claims activity that involves the resolution of all claims for lost, stolen, or forged checks. CP&R is a customized system that does not use any COTS software.

- Federal Financial Systems/Debt Management Accounting System (FFS/DMAS)

The FFS/DMAS project is an ongoing project that will result in a fully automated accounting system that meets the financial management and reporting needs for debt management. FMS intends to make DMAS a module of FFS through the employment of Federal Financial System software from American Management Systems (AMS). The software for DMAS will be procured through GSA.

- Human Resources (HR) System

The Department of the Treasury and FMS are planning to implement an automated, integrated personnel system. Within FMS, this COTS-based system will provide workload distribution information to interface with the Federal Financial System and provide tools necessary to manage FMS with increased accuracy and efficiency. The proposed system will be comprised of a Federal HR module, a payroll interface module, and a position management module. The HR module has been purchased and will be implemented during FY 2000.

- Treasury Receivable, Accounting, and Collection System (TRACS)

TRACS is a debt recovery and accounting system used by the US Treasury check claims process that includes claims adjudication, accounting, billing, and collection activities. TRACS does not have any COTS-based software components. The system is comprised of approximately 400 programs, the great majority of which are written using a 4th generation language, FOCUS. The software is highly customized due to complexity of processing. TRACS interfaces with the CP&R system and STAR.

- FMS operates some two dozen different financial management and accounting systems, many of which are legacy systems and will need upgrading or replacement in the near future.

Internal Revenue Service

- **Integrated Collection System (ICS)**

ICS provides electronic case processing for field Revenue Officers, managers, and support staff through a three-tier architecture of mainframes, file servers, desktops and laptops. The application software of ICS was developed by IRS IT personnel.

- **Compliance Research Information System (CRIS)**

CRIS is a sample database of taxpayer information accessible to both National Office and District Office personnel supporting analyses of voluntary compliance rates and levels. The sample files enable the IRS to analyze demographic data in various market segments, develop working hypotheses on methods to increase voluntary taxpayer compliance, evaluate the results, and make decisions on how to implement new strategies to reduce non-compliance. CRIS is comprised of both custom software and COTS products.

- **Electronic Management System (EMS)**

The EMS project is a project still in development that will facilitate the development, integration, and implementation of computer-based systems to receive, process, and archive tax administration data transmitted electronically. The system will provide the IRS with an “electronic front door” to enhance security, privacy, functionality and the ability to process millions of electronic documents. This system will be an integral part of the Electronic Filing System.

- **Inventory Delivery System (IDS)**

IDS is a batch, rule-based, workflow system used by the Collection function. IDS is intended to enhance existing Compliance/Collection systems at the IRS by directing tax delinquent cases where they can be optimally processed. Future versions of IDS will analyze each case to determine candidates for hands-on casework by call-site personnel and revenue officers at collection field sites.

- **Electronic Federal Tax Payment System (EFTPS)**

EFTPS provides an electronic means of reporting and paying Federal taxes. EFTPS will replace the current paper-based system. The system is scheduled for implementation by September, 2000. The system has a relatively short life, and the IRS intends to retire the system early in 2003.

- Integrated Personnel System (IPS)

IPS is an enterprise-wide infrastructure initiative that will serve as the single integrated source of workforce data for all tax and administrative systems being developed under the Modernization Blueprint. The system will deliver human resource services in an integrated, automated, self-service environment using the PeopleSoft Federal HRMS as the cornerstone of a suite of COTS products.

United States Mint

- Employee Activity Tracking System (EATS)

EATS is designed to record and report time spent on each task at the Mint's customer service center. EATS is a custom application written in FoxPro.

- Metals Purchasing System (MPS)

MPS is designed to track the purchase of all metal stocks acquired by the Mint (gold, silver, platinum, copper, nickel, and zinc) by applying appropriate transaction rules to each metal offer, order, and purchase.

- Numismatic Accounting System

The Numismatic Accounting System is designed to track coin orders and money deposited at banks.

- Consolidated Information System (COINS)

COINS is a system that integrates financial, manufacturing, and marketing processes at the Mint. The two main systems that have been integrated are the Mail Order and Cataloging System (MACS) and the Marketing and Customer Service Programs System. PeopleSoft Manufacturing Financial Distribution software has been used to integrate the two systems and provide interfaces with other Mint systems. System applications and an Oracle 7 Release 7.3.3 database run on an eight-processor Sun Microsystems Enterprise 6000 server.

under SunSoft Solaris 2.51 connected through the Treasury Communications System. The total cost of the project over a ten-year period has been estimated at approximately \$40 million.

The Bureau of the Public Debt

- **Savings Securities System**

The Savings Securities System accounts for the accrual and current income savings bonds by maintaining issues, retirement, and ownership records and by accounting for the Nation's debt and resulting interest. This 37 year-old system will eventually be replaced by project SaBRE. So far the system is relying on COBOL programming and DB2 support from GSA. Any future replacement of this system will not include the purchase of COTS products or software due to the unique function of the system and its unusually large database.

- **Marketable and Special Purpose Securities System**

This system maintains accounts and provides services for marketable Treasury securities and non-marketable special purpose securities. It maintains issuance/redemption records for securities held in both book-entry and definitive form. The system also provides a nationwide securities transfer system and calculates, authorizes and records interest/redemption payments.

- **Public Debt Accounting System**

The principal component of the Public Debt Accounting System is PARS (Public Debt Accounting and Reporting System), a summary level accounting system. PARS, in conjunction with various subsidiary applications, processes billions of dollars in transactions daily. These transactions account for the public debt of the United States and related interest expenses, and allow the Bureau to maintain accounting control over all related financial activity. PARS interfaces with the Government Account Series System (GAS) for non-marketable securities and Federal employees' retirement trust funds.

- **Administrative Support System**

The Administrative Support System is a system made up of several miscellaneous small applications and one major system. The Bureau intends to

replace this system with a human resource application from PeopleSoft, acquired through GSA.

United States Secret Service

- **Administrative Management System (AMS)**

AMS integrates a number of related administrative support systems under one umbrella utilizing a corporate database structure for personnel and organizational data. The system automates various administrative functions such as tracking personnel data, property inventory and accounting, personal property, organizational rosters, man-hour expenditures for various classes of assignments, fitness tracking, agent career tracking, and auditing systems.

- **Financial Management and Accounting System (FMAS)**

FMAS is a COTS fund control product that covers commitments, obligations, accruals, and disbursements. The system also includes travel accountability, general and subsidiary ledgers, and integrated accounts receivable and collections. The system contains an accounts payable module which is a full invoice tracking , cash management, and payment schedule preparation system fully integrated with the core system. The budget execution module supports budget information based on user data. The system also supports budget execution tracking, allowing the user to establish a budget and track commitment and obligation budget data against its budget.

Department of the Treasury Budget and Systems Data

Department of Treasury Information Systems Budget									
Information System	FY1998			FY1999			FY2000		
	M/D/E*	SS*	Sum*	M/D/E*	SS*	Sum*	M/D/E*	SS*	Sum*
Mission Area 1: Financial Management									
IRS Financial Management Systems	0	14	14	5	15	20	6	17	23
FMS Financial Systems	3	0	3	4	0	4	2	1	3
All Other Financial Management	2	11	13	3	23	26	6	27	33
Mission Area 2: Treasury FINANCIAL MISSION									
IRS Financial Mission Systems	0	324	324	28	376	404	26	311	337
FMS Financial Mission Systems	12	17	29	7	14	21	5	16	21
All Other for Mission Area	3	27	30	2	24	26	2	23	25
Mission Area 3: Economic Mission									
All Other for Mission Area	2	5	7	3	7	10	4	7	11
Mission Area 4: Enforcement Mission									
All Other for Mission Area	48	20	68	51	15	66	63	44	107
Mission Area 5: Treasury Management Mission									
IRS Management Systems	0	51	51	0	41	41	0	38	38
All Other for Mission Area	7	35	42	27	14	41	29	11	40
Total	77	504	581	130	529	659	143	495	638

* M/D/E = Modernization/Development/Enhancement; SS = Steady State; Sum = M/D/E + SS.

Department of Treasury Systems and Applications**		
Number of Operational Agency Financial Management Systems	Number of Operational Agency Financial Management Applications	Number of Applications in Development or Phased Implementation
97	112	37

Department of Treasury Operational Agency Applications**												
Application Type												
Acquisition	Budget Formulation	Core Financial	Travel	Payroll Personnel Civilian	Payroll Personnel Other	Labor Distribution	Inventory Property	Inventory (Held for Sale)	Revenue	Loan	EIS	Other
6	1	32	7	13	0	0	15	0	9	0	2	27

** According to a 1998 CFO Council report. Operational agency applications omit systems in development.